

2020 APAAC Prosecutor Award Ceremony

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LEADERSHIP IN TIMES OF CRISIS

Presented by:

Kimberly Overton Spahos

Chief Resource Prosecutor

North Carolina Conference of District Attorneys

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ARIZONA PROSECUTING ATTORNEYS' ADVISORY COUNCIL

3838 N. Central Ave., Suite 850

Phoenix, Arizona 85012

ELIZABETH BURTON ORTIZ

EXECUTIVE DIRECTOR



Leadership In Times Of Crises

**Your job gives you
authority, your
behavior gives you
respect.**

- Irwin Federman, Harvard Business



**Leadership is
An Attitude
and A Process**

“The [prosecutor] is a representative not of an ordinary party to a controversy, but of a sovereignty whose obligation to govern impartially is as compelling as its obligation to govern at all; and whose interest, therefore, in a criminal prosecution is not that it should win a case, but that justice shall be done. As such, he is in a particular and very definite sense the servant of the law, the twofold aim of which is that guilt shall not escape or innocence suffer. He may prosecute with earnestness and vigor – indeed, he should do so. But, while he may strike hard blows, he is not at liberty to strike foul ones. It is as much his duty to refrain from improper methods calculated to produce a wrongful conviction as it is to use every legitimate means to bring about a just one.”

Berger v. United States, 295 U.S. 78 (1935)

**Leadership
Is About
Relationships**



Highest Ethical Leadership

“The qualities of a **good prosecutor** are as **elusive** and as **impossible to define** as those which mark a gentleman. And those who need to be told would not understand it anyway. A **sensitiveness to fair play and sportsmanship** is perhaps the **best protection against the abuse of power**, and the **citizen’s safety** lies in the prosecutor who **tempers zeal with human kindness**, who **seeks truth and not victims**, who **serves the law and not factional purposes**, and who approaches his task with **humility**.”

-Attorney General (later Justice) Robert Jackson (1940)

Fairness

Rule 3.8

Comment 1:

The Responsibility as a Minister of Justice

What does this mean?

- Agent of Justice
- Clergy of Justice

We Play Offense

- **Make things happen**
- **Delay is the tool of the defense**
- **The State is ALWAYS Ready**
- **Waiting for communication
Does Not = Power**

Self Development and Community Development

**Only three things happen
naturally in organizations:
friction, confusion, and
underperformance.**

Everything else requires leadership.

With Power Comes Obligation

- **Personal liberty is the highest stake**
- **Fight the fights that need to be fought**
- **It is better to give than withhold**

**Do the RIGHT thing to the RIGHT people
at the RIGHT time for the RIGHT reasons**

- Jim Dedman

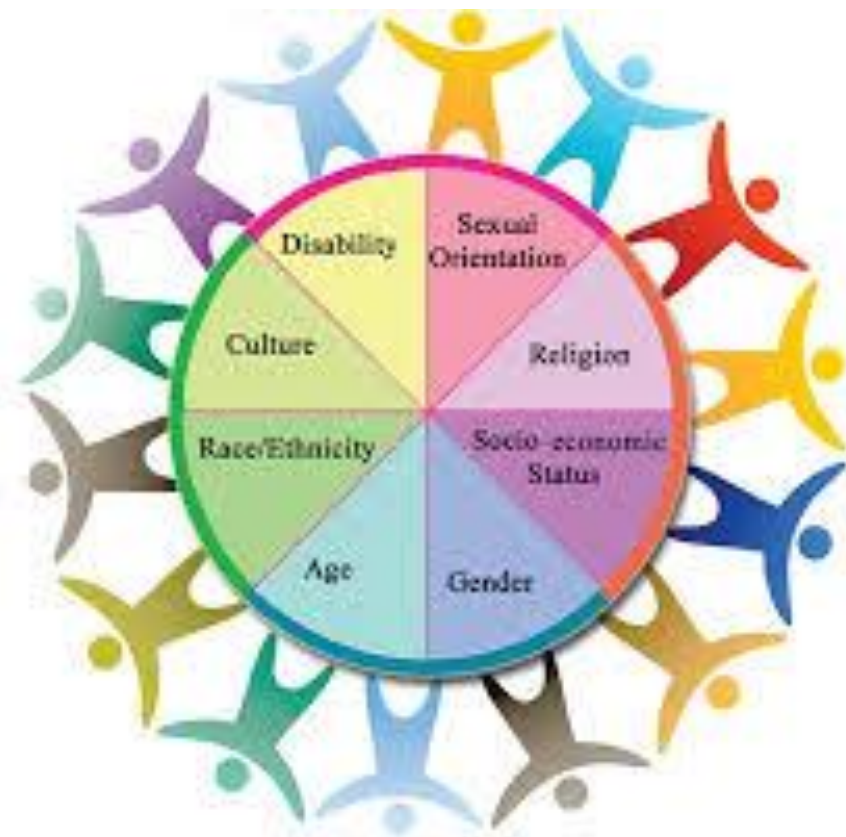


**Example is not
the main thing
influencing
people, it is the
only thing.**

Practice the Golden Rule



Challenge the Process



**I've missed more than 9000 shots
in my career.**

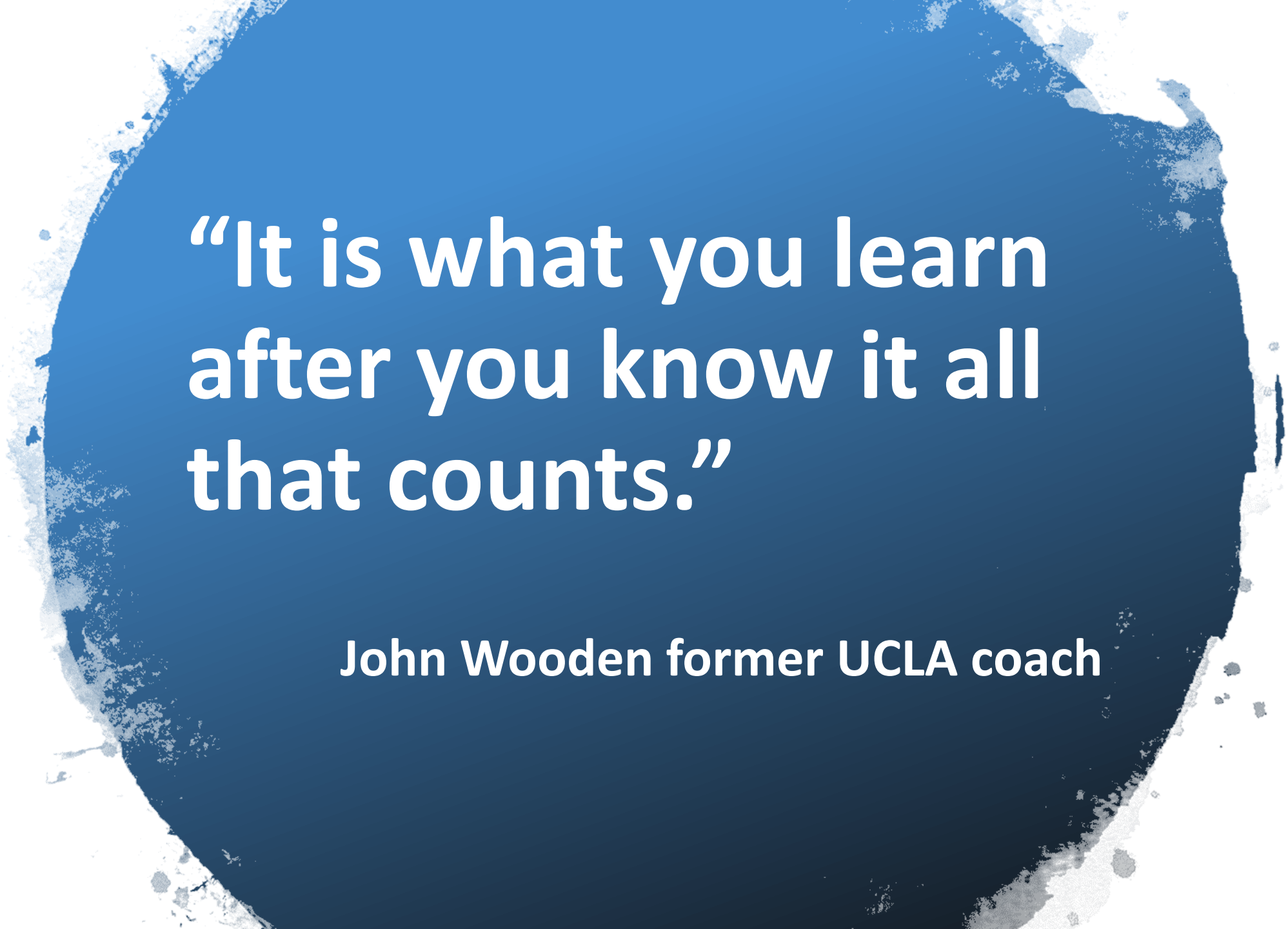
I've lost almost 300 games.

**26 times, I've been trusted to take
the game winning shot and
missed.**

**I've failed over and over and over
in my life.**

And that is way I SUCCEED.





**“It is what you learn
after you know it all
that counts.”**

John Wooden former UCLA coach

Victims Deserve the Best Lawyers



**Leave the Woodpile
Higher Than You Found It**

“It is **not the critic who counts**; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The **credit belongs to the man who is actually in the arena**, whose face is marred by dust and sweat and blood; who **strives valiantly; who errs, who comes short again and again**, because there is **no effort without error and shortcoming**; but who does actually **strive to do the deeds**; who knows **great enthusiasms**, the great **devotions**; who spends himself in a **worthy cause**; who at the best knows in the end the triumph of high achievement, and who at the worst, **if he fails, at least fails while daring greatly**, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.”

Theodore Roosevelt